

Fight or Flight?... How to Use Conflict Resolution Skills



Thursday, April 3, 2025

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Agenda

- ▶ Define Conflict Resolution
- ▶ Conflict Model by Thomas Kilman - Understanding Conflict Management and Resolution
- ▶ Prevention is the key to Conflict Management and Resolution
 - ▶ Creating a healthy workplace may start with you - Emotional Intelligence
 - ▶ Types of Prevention
 - ▶ Understanding Group Dynamics, People Types, and Conflict
 - ▶ Understanding Office Conflict/Hybrid Schedule
 - ▶ Self Care as the Mediator

What is Conflict Resolution?

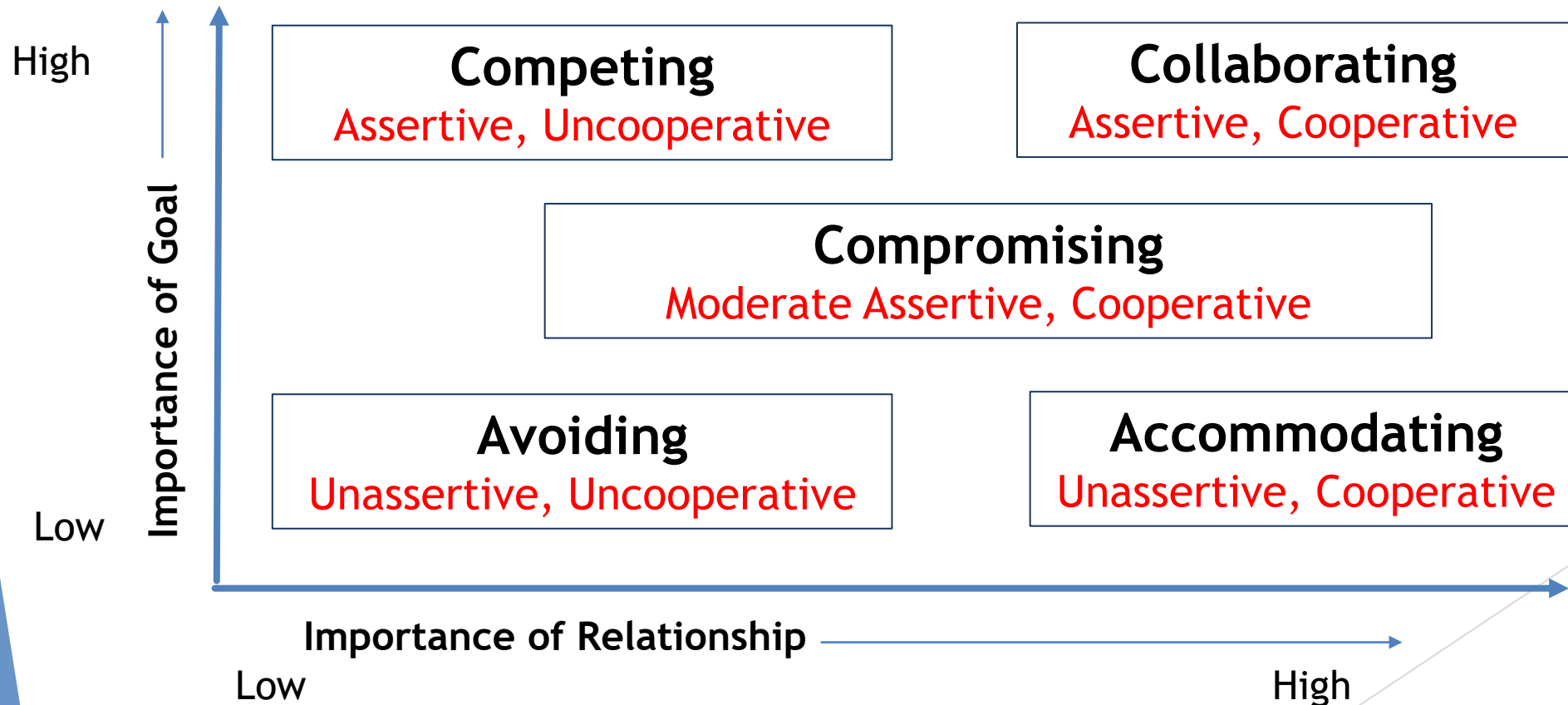
- ▶ Conflict Resolution: The process of identifying and resolving conflict. The aim is to minimize negative effects of conflict and maximize the positive effects.

Is there a cost to conflict in the workplace?

- ▶ Conflict management equates to about 40% of a manager's day
- ▶ Globally, it is believed to be approximately \$359 billion is spent with conflict and resolution in the workplace
- ▶ Problem: When it does not fall under the civil penalties, it becomes a gray area and often misunderstood.

Thomas Kilman Conflict Model

Conflict Management Styles



Conflict Management Types

- ▶ **Avoiding: Unassertive, Uncooperative** “Stay under the radar” Avoid conflict; wear blinders and headphones and side-step the conflict altogether - this can cause resentment and frustration to the individual as well as team members.

Can be useful if lacking resources, not sure how to proceed, or currently a lot of tension. Do not “avoid” long.

- ▶ **Competing: Assertive, Uncooperative** Need to end the conflict and satisfy one’s own concerns often at the expense of others - if always competing, other team members feel stifled, and their input is not considered helpful thus damaging relationships.

Can be useful if others are not successful, need a quick win, or no change has occurred after time or push back from others in conflict.
“Let them run with it.”

Conflict Management Types

- ▶ **Accommodating: Unassertive, Cooperative** Good style when working with abrasive strong personalities. Involves prioritizing the needs and concerns of the other party over ones own. If always accommodating, other team members may be hurt.

Can be useful if cannot resolve a conflict, peers are more concerned with the conflict than you, you are mistaken, or productivity can be hurt. “Keep the peace.”
- ▶ **Compromising: Moderate Assertive, Cooperative** Aims at finding a middle ground where both parties make concessions. No one wins but no one person loses everything.

Can be useful when need to maintain a relationship and each party makes some sacrifice.

Conflict Management Types

- ▶ **Collaborating: Assertive, Cooperative** Typically, a win-win strategy that addresses all concerns of each party. Both parties are involved fully.

This is useful with complex issues where all perspectives are valuable, and a solution is possible.

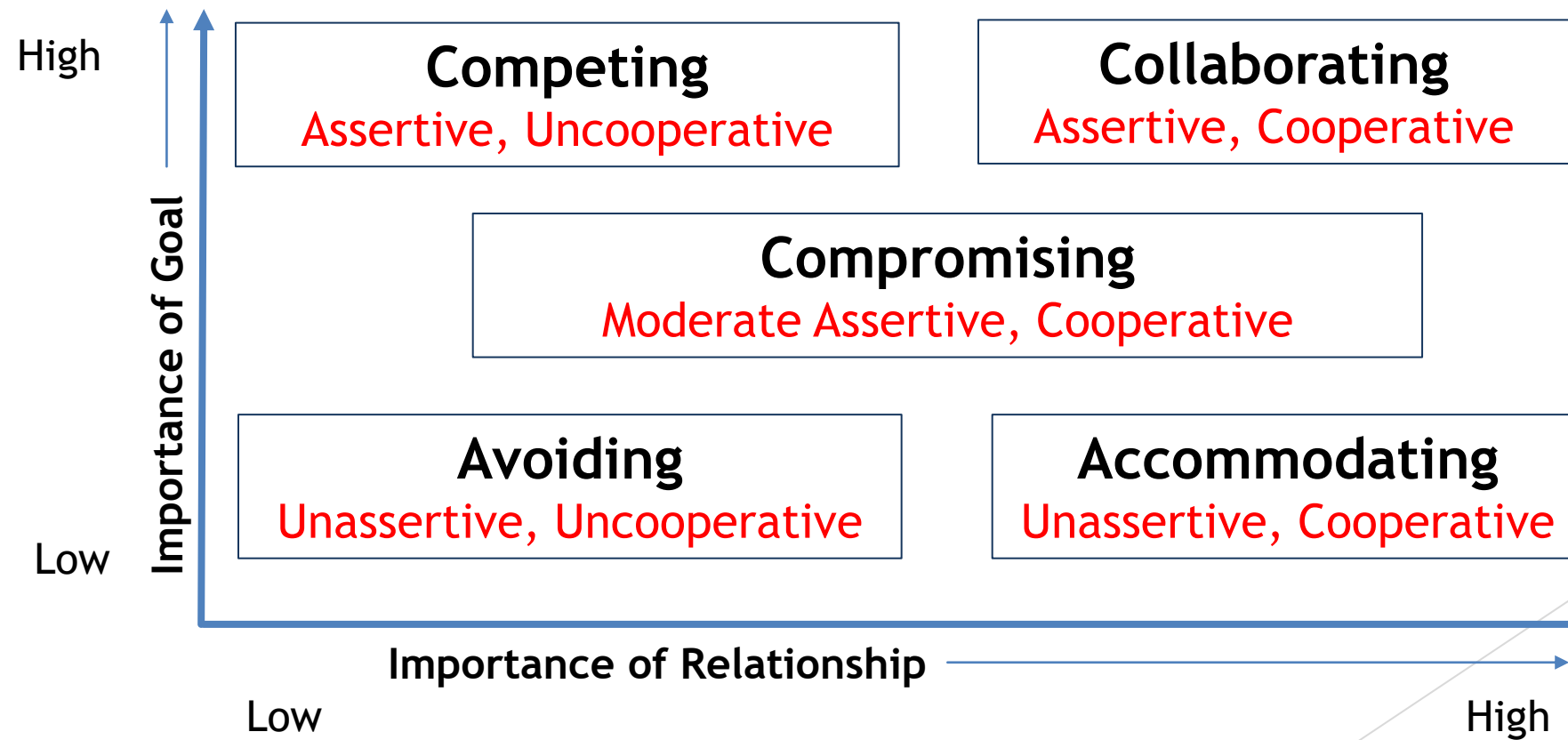


Conflict Management - Movie - Devil Wears Prada



**The Devil Wears Prada
(Frankel, 2006)**

Conflict Management Model



Conflict Management - Movie - “Devil Wears Prada”



Avoiding



Competing



Compromising



Collaborating



Conflict

The Devil Wears Prada
(Frankel, 2006)

Where do you fit in the types of Conflict Management?

Where do you see others?

Without knowing it is difficult to get to Resolution.

It starts with you!

Emotional IQ

Emotional intelligence is the ability to identify and understand the emotions you are experiencing. If you can recognize, understand and manage your own emotions then you can understand the influence the emotions of others.

Emotions drive behaviors and impact people positively or negatively.

Emotional IQ

1. Self aware - Do you understand your emotions and their triggers.
2. Self regulating - Can you then control and adjust your emotion to create a positive effect. This means you need to hold yourself accountable.
3. Motivation - Do you have then the desire to accomplish something with this control?
4. Empathy - Identification and understanding the feelings of others.
5. Social skills - The ability to determine how you communicate based on what you know from the 4 skills above.

Emotional IQ

- How do you develop these skills? Journaling your emotions, what caused them, and reactions of you and of others to these emotions - positive or negative?
- Using a trusted source that will give you honest healthy feedback.
- Simple maturity - learning how your emotions determine the emotions of others.
- Use emotional bank accounts!!!

My father fell last night! How can I be there and work.

I cannot believe I had an abnormal mammogram. Now what?



Exercise: Debate Nothing



Common Rules to Prevent Conflict

- ▶ Communication - Speaking/Listening
- ▶ Build Positive Relationships
- ▶ Focus on Problem Solving
- ▶ Positive Workplace Cultures
- ▶ Diversity and Inclusion
- ▶ Stress Management



Office Conflict/Hybrid Schedules

Examples of Inner Office Conflict:

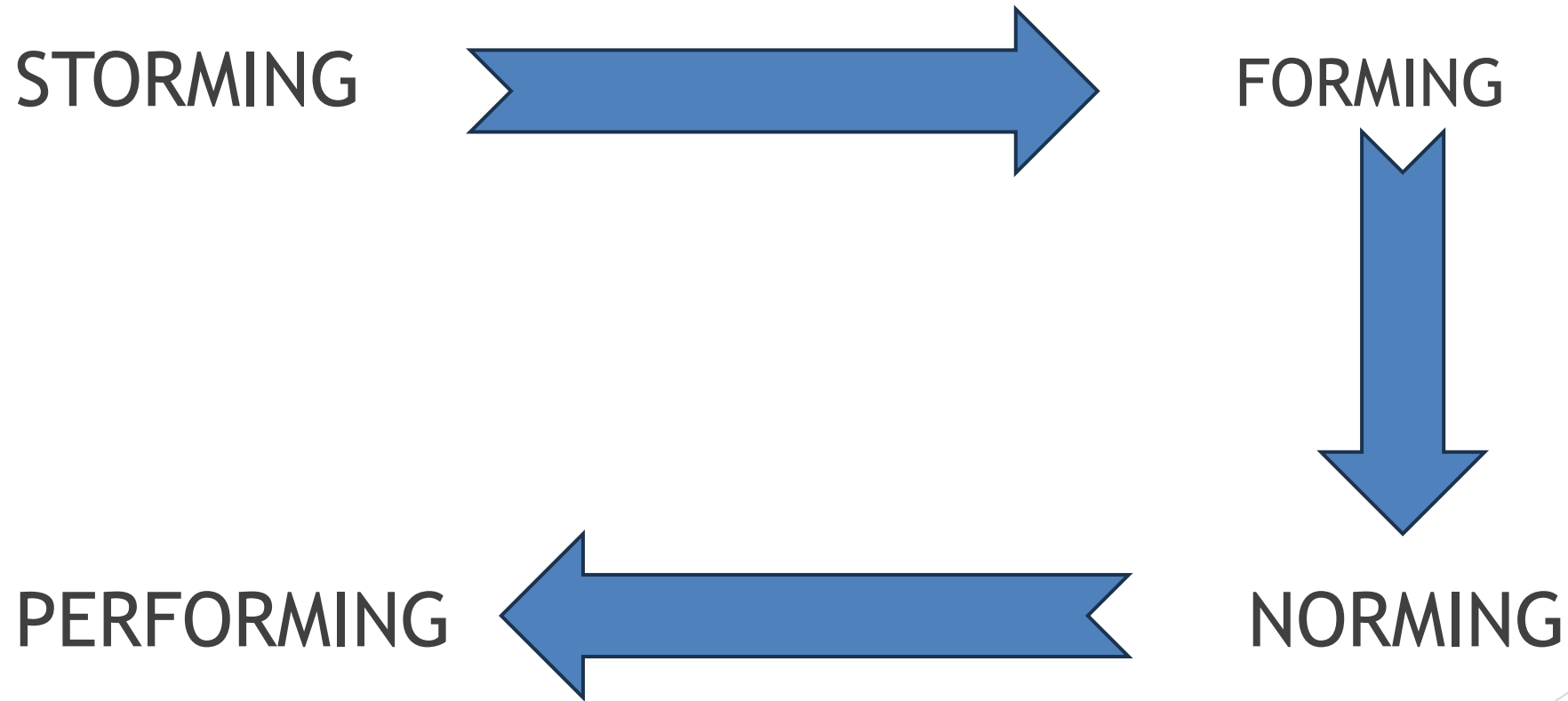
- Miscommunication
- Personality Clash
- Resource Allocation
- Poor Communication
- Unequal Workload

Hybrid Schedules:

(In addition to list)

- COMMUNICATION
- Inclusive
- Unclear roles/responsibilities
- Technology
- Work-life Balance

Group Dynamics and Conflict Resolution



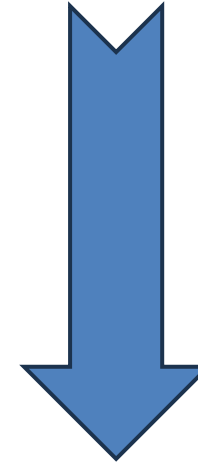
Group Dynamics and Conflict Resolution

STORMING



1. The Leader
2. The Communicator/Organizer
3. The Visionary
4. The Evaluator
5. The Innovator/Wildcard
6. The Arbitrator
7. The Naysayer

FORMING



PERFORMING



NORMING

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FORMING

1. The Slacker
2. The Ghost
3. The Confused One
4. Disengaged Debbie
5. The Carried

PERFORMING

NORMING

Know your group.
Verbal and non-verbal clues.

Group Dynamics and Conflict Resolution

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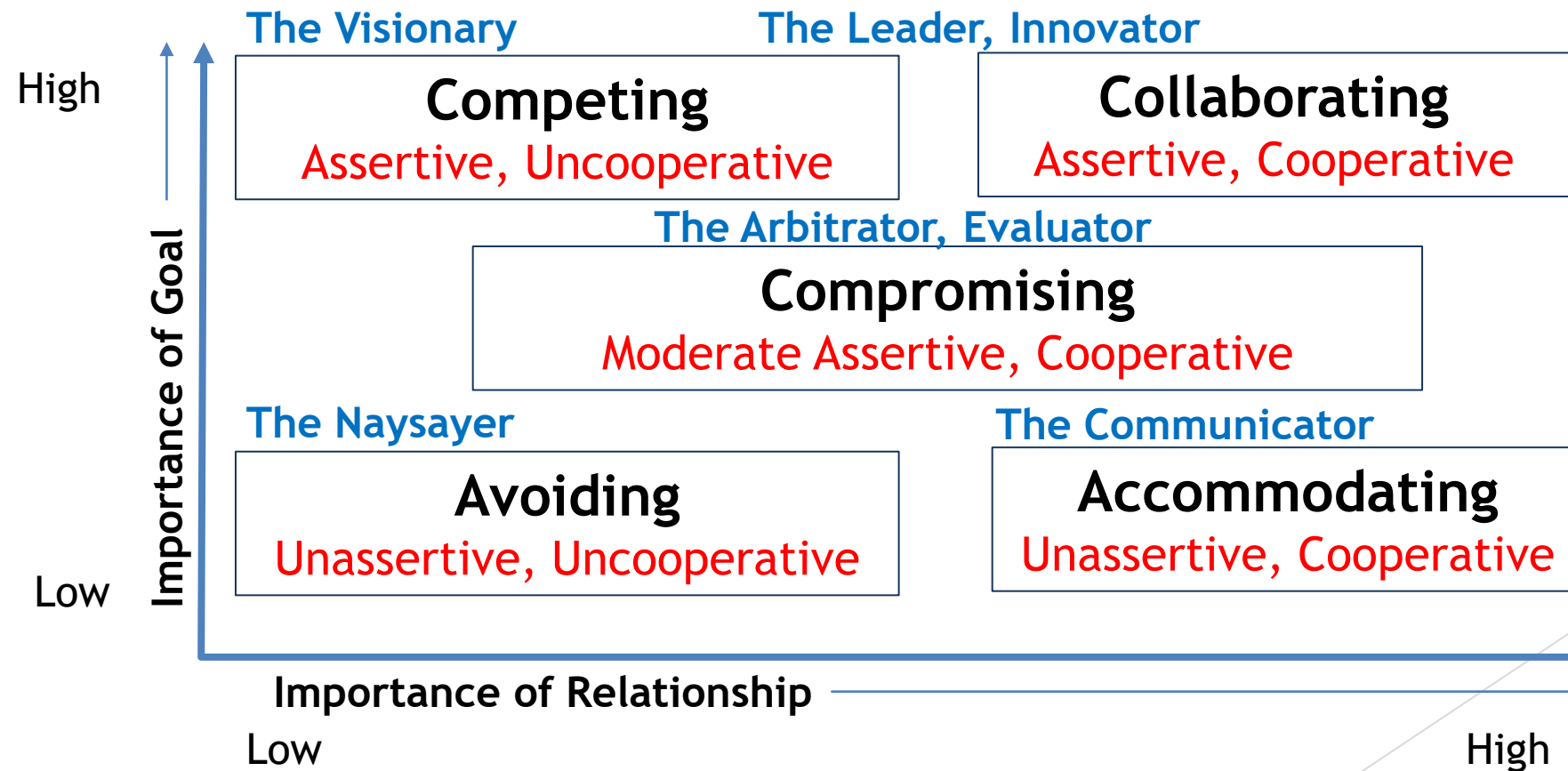
PERFORMING

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NORMING

Understand where your group members may fall when conflict arises....



Group Exercise - Hula Hoop



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- ▶ Stress Management



Have a neutral place to go? Where?

Self Care for you!

- ▶ Prioritize your wellbeing - Take time for you
- ▶ Seek support from trusted family and friends
- ▶ Consider professional help
- ▶ Remember safety first

References

- ▶ *Devil Wears Prada*. Directed by David Frankel, performances by Anne Hatheway, Meryl Streep, Emily Blunt, Stanley Tucci, Adrian Grenier, 20th Century Studio, 2004
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- ▶ Landry, Lauren. Why Emotional Intelligence Is Important In Leadership. Harvard Business School online - Business Insights, April 3, 2019.